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ABSTRACT

A demonstration project for very disturbed adolescents from Metropolitan Toronto involving 13 agencies is described. The system is composed of four interrelated services in each geographical area and would allow for free movement of adolescents from one phase to another in accordance with their needs and abilities, including back-tracking as well as moving ahead. There is also provision for a central tracking mechanism which would follow the youth through treatment. The system incorporates existing services as well as the establishment of new facilities of various sorts. (Author)

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THE FOUR PHASE SYSTEM

A MULTI-AGENCY CO-ORDINATED SERVICE

FOR VERY DISTURBED ADOLESCENTS

IN THIS PAPER I AM GOING TO DESCRIBE FOR YOU /an INTER-AGENCY SYSTEM WHICH WE ARE DEVELOPING IN ONTARIO FOR THE MOST DISTURBED ADOLESCENTS IN THE METROPOLITAN TORONTO AREA. IN ORDER TO DO THIS I AM GOING TO FIRST DESCRIBE TO YOU BRIEFLY THE ORGANIZATION OF MINISTRY OF HEALTH TREATMENT SERVICES FOR DISTURBED CHILDREN AND YOUTH IN ONTARIO. SECONDLY, I will GIVE YOU A BRIEF OVER VIEW OF THE STATE OF SERVICES AS WE FOUND THEM WHEN WE COMMENCED THIS ORGANIZATION. THIRDLY, I will PROVIDE FOR YOU A DESCRIPTION OF THE SITUATION FOR DISTURBED ADOLESCENTS WHICH IS PART OF THIS OVER VIEW AND WHICH PROVIDED THE NECESSARY IMPETUS FOR US TO PROPOSE AND ORGANIZE OUR FOUR PHASE TREATMENT SYSTEM. /I will FOURTHLY, DESCRIBE FOR YOU THE RATIONALE AND CRITERIA /for THE ESTABLISHMENT OF THE FOUR PHASE SYSTEM. FIFTH, GIVE YOU A BUSY WEEKS WORTH OF DESCRIPTION OF THE SYSTEM, WITH THE NUMBER OF EACH DAY CORRESPONDING TO NUMBERED DESCRIPTION OF THE SYSTEM. SIXTH, I WILL REVIEW AND SUMMARIZE BRIEFLY WHAT I HAVE SAID TO THAT POINT. SEVENTH, I WILL DESCRIBE FOR YOU VERY BRIEFLY /two OF THE ORGANIZATIONS WHICH ARE PART OF OUR MULTI-SERVICE SYSTEM, CHIMO YOUTH SERVICES IN BEAVERTON, ONTARIO AND CENTRAL TORONTO YOUTH SERVICES IN THE CITY OF TORONTO. EIGHTH, AND IN CONCLUSION I WILL DESCRIBE TO YOU BRIEFLY SOME OF THE PROBLEMS OR CHALLENGES THAT WE HAVE HAD AND ARE CURRENTLY HAVING IN GETTING THIS COMPLICATED INTER-AGENCY ORGANIZATION TO FUNCTION.

TO TURN TO THE FIRST ISSUE I INDICATED, THAT OF

OUR GOVERNMENT ORGANIZATION OF SERVICES IN ONTARIO, AS A CONSEQUENCE OF A 1967 WHITE PAPER ON SERVICES FOR EMOTIONALLY DISTURBED CHILDREN AND YOUTH, TABLED BY THE HONOURABLE MATTHEW DYMOND, THEN MINISTER OF HEALTH, THE ONTARIO GOVERNMENT TRANSFERRED AND CONSOLIDATED A VARIETY OF TREATMENT SERVICES FOR CHILDREN AND YOUTH TO THE MINISTRY OF HEALTH. IT PROVIDED FOR A 100% OF OPERATING COSTS AND 70% OF CAPITAL COSTS FOR EXISTING PRIVATE, NON PROFIT SERVICES. IT ESTABLISHED 8 SERVICE REGIONS FOR CHILDREN'S MENTAL HEALTH SERVICES, WITH REGIONAL CENTRES DESIGNATED IN UNIVERSITY CITIES TO PROVIDE IN-PATIENT, OUT-PATIENT, DAY CARE, COMMUNITY CONSULTATION AND COMMUNITY EDUCATION AS THE CO-ORDINATING AND BACK UP RESOURCES FOR THEIR RESPECTIVE REGIONS. AS AN EXECUTIVE GROUP RESPONSIBLE FOR THESE SERVICES, AND FOR THE DEVELOPMENT AND CO-ORDINATION OF NEW AND EXPANDED SERVICES, THE CHILDREN'S SERVICES BRANCH WAS ESTABLISHED IN 1969 UNDER THE DIRECTION OF DR. NAOMI RAE-GRANT. I JOINED THAT BRANCH IN 1970, AND IN APRIL OF 1971, BILL 138, THE CHILDREN'S MENTAL HEALTH CENTRES ACT, WAS PROCLAIMED AND THE STAFF OF OUR BRANCH UNDERTOOK THE TASK OF CREATING A SYSTEM OUT OF AN AGGREGATION OF AGENCIES. THAT IN ITSELF IS A FASCINATING STORY, BUT NOT THE ONE I HAVE BEEN ASKED HERE TO TELL.

TO TURN TO OUR SECOND CONCERN, WHAT WAS THE STATE OF SERVICES IN 1969? ON TAKING INVENTORY OF OUR SERVICES, WE DISCOVERED A NUMBER OF HOWLING INADEQUACIES. THERE WERE NOT AN ECCESS OF BEDS, AT LEAST FROM OUR WAY OF LOOKING AT IT, BUT THERE WERE MAJOR INADEQUACIES IN THE KINDS OF SERVICES OFFERED TO PARTICULAR POPULATIONS OF CHILDREN.

THERE WAS A DEARTH OF ADEQUATE SCREENING AND OUT-PATIENT SERVICES, THERE WERE NOT SUFFICIENT MIDDLE GROUND SERVICES SO THAT CHILDREN WERE SPENDING AN ECCESSIVE AMOUNT OF TIME IN RESIDENTIAL CARE AND BEING PLACED THERE BEFORE LESS EXPENSIVE AND PERHAPS MORE EFFECTIVE ALTERNATIVES WERE EXHAUSTED, AND CHILDREN WERE TRAVELLING LONG DISTANCES TO SERVICES WHEN THEY COULD HAVE BEEN DEALTH WITH IN THEIR OWN COMMUNITIES. FURTHER MORE, SINCE THERE WAS A TRADITION OF CHILDREN'S AID SOCIETY FUNDING FORMULA, AND A CHILD HAD TO BE A WARD OF a SOCIETY OR THE CROWN FOR SUCH FUNDING TO FLOW, THE VAST MAJORITY OF SERVICES WERE FOR CHILDREN WHO NO LONGER HAD THEIR OWN FAMILIES. WHAT THIS MEANT WAS THAT THE AGENCIES WERE PROVIDING A SPECIALIZED SERVICE TO CHILDREN'S AID SOCIETIES WHICH LARGELY TOOK RESPONSIBILITY FOR ANY FAMILY AND COMMUNITY REINTEGRATION WHICH OCCURRED. WITH THE 100% FUNDING THE PROPONDERANCE OF CHILDREN ARRIVED DIRECTLY FROM THEIR OWN NATURAL FAMILIES, AND THE AGENCIES SUDDENLY FOUND THEMSELVES DEALING WITH THE NECESSITY OF PROVIDING FAMILY AND AFTER CARE, WHICH WAS NO PART OF THEIR TRADITION. FINALLY, THE MAJORITY OF THE SERVICES WE INHERITED IN THE RESIDENTIAL REALM WERE FOR MODERATELY DISTURBED 6 TO 12 YEAR OLD BOYS.

IN OUR INVENTORY OF NEEDS, IT WAS FORCED UPON OUR ATTENTION VERY EARLY THAT THERE WERE ALMOST NO SERVICES FOR VERY DISTURBED ADOLESCENTS, AND THAT THESE WERE ONE OF THE LARGE GROUPS FOR WHOM WE WOULD CONTINUALLY BE APPROACHED TO FIND A SPECIAL PLACEMENT. IN ORDER TO GET A LOOK AT THIS SITUATION, MY IMMEDIATE SUPERIOR, THE CURRENT DIRECTOR OF THE CHILDREN'S MENTAL HEALTH PROGRAMME OF ONTARIO, MR. DOUG FINLAY, UNDERTOOK A CASE SURVEY OF TORONTO CHILDREN'S

AID SOCIETY AND TORONTO CATHOLIC CHILDREN'S AID SOCIETY CASE RECORDS, AND ON REACHING THE 200TH SEVERELY DISTURBED MULTIPLED PLACED ADOLESCENT, QUITE IN DISGUST. HE AND I, USING THAT DOCUMENTATION, SAT DOWN IN 1971 AND DRAFTED A POSITION PAPER, ENTITLED 'TREATING THE UNTREATABLE ADOLESCENT', WHICH DESCRIBED THE SITUATION AS WE SAW IT AT THAT TIME AND A PROPOSED SOLUTION. AS WE SAW IT, AT ANY GIVEN TIME THERE WERE APPROXIMATELY 300 ADOLESCENTS IN THE METROPOLITAN TORONTO REGION FOR WHOM THERE WERE ESSENTIALLY NO ADEQUATE SERVICES. THERE WERE GROUP HOMES FOR ADOLESCENTS, AND THE SCHOOLS OFFERED SOME EXCELLENT PROGRAMMES, BUT WHAT WAS ESSENTIALLY HAPPENING WAS THAT AFTER A YOUTH PASSED A CERTAIN LEVEL OF DISTURBANCE, SERVICES SIMPLY CEASED TO BE ABLE TO COPE AND IN PARTICULAR HEALTH SERVICES WOULD REJECT THE CHILD AS UNTREATABLE. THEREFORE, THE SITUATION BECAME ONE OF THE MORE DISTURBANCE, THE LESS RESOURCE. FURTHERMORE, THERE WAS LITTLE OR NO CO-ORDINATION AMONG THE VARIOUS SERVICES AVAILABLE FOR VERY DISTURBED ADOLESCENTS. MANY CHILDREN DESTROYED FOSTER HOME AFTER FOSTER HOME, OR HAD A PUBLIC DETERIORATION DOCUMENTED YEAR AFTER YEAR BY SCHOOL SPECIAL SERVICES ASSESSMENT WITH NO EFFECTIVE INTERVENTION OCCURRING AT ANY TIME. FREQUENTLY, THE TRAINING SCHOOLS, UNDER SECTION 8 OF THE TRAINING SCHOOLS ACT, WERE BEING USED TO PROVIDE SERVICE FOR VERY DISTURBED ADOLESCENTS WHO HAD COMMITTED NO CHARGEABLE OFFENCE UNDER THE ADULT CRIMINAL CODE. THE TRAINING SCHOOLS WERE IDENTIFYING, AS MIGHT BE EXPECTED, SEVERAL HUNDRED ADOLESCENTS ACROSS THE PROVINCE, INCLUDING A GOODLY NUMBER FROM THE METROPOLITAN REGION, WHO WERE MORE DISTURBED THAN DELINQUENT. IT SEEMED TO US TO BE A

TRUELY UNACCEPTABLE SITUATION, THAT TRAINING SCHOOLS WERE BEING USED AS A RESOURCE WITH LESS STAFF, LESS TRAINING AND LESS SUPPORT FOR VERY DISTURBED ADOLESCENTS WITH WHOM HIGHLY FUNDED AND SOPHISTICATED HEALTH AGENCIES DECLARED THEMSELVES UNABLE TO COPE.

TURNING TO THE NEXT ISSUE, WHAT DID WE PROPOSE TO DO ABOUT THIS SITUATION? WE CREATED ON PAPER WHAT WE DESCRIBED AS A FOUR PHASE TREATMENT SYSTEM, A SYSTEM OF MULTIPLE AGENCIES AND OPTIONS FOR CHILDREN WITH MULTIPLE NEEDS, FOR THOSE CHILDREN WHOM MOST PROFESSIONALS TEND TO DESCRIBE, WITH SOME DESPAIR, AS REQUIRING 'A LONG TERM STRUCTURED SETTING'.

WHAT WERE OUR CRITERIA IN DESIGNING THIS SYSTEM? WELL, THERE WERE SEVERAL, WHICH I WILL LIST FOR YOU:

(1) IT MUST IN TRUTH PROVIDE A PLANNED SET OF ALTERNATIVES, NO MORE DOSSIER BUILDING, BUT REAL TREATMENT OPTIONS THAT WOULD ALLOW A SELECTION OF SERVICES AND PROVIDE FOR A SUFFICIENT LENGTH OF TIME SO THAT THE CHILD COULD BE FOLLOWED AS LONG AS NEED BE.

(2) THE COST OF THIS SYSTEM MUST BE LOW ENOUGH FOR IT TO BE A TRANSFERRABLE MODEL, NOT JUST A PALACE OF PROFESSIONALISM.

(3) THERE MUST BE FLEXIBILITY IN FUNDING, IN STAFFING, IN USING UNUSUAL TALENTS AND SKILLS, AND A TRUE MATCHING OF SERVICE TO NEED.

(4) THE NEW SERVICES MUST COMPLIMENT AND SUPPORT, NOT REPLACE, EXISTING SERVICES.

(5) THIS SERVICE SYSTEM MUST ALLOW FOR CONTINUITITY OF RELATIONSHIP FOR THE CHILD AND SMOOTH TRANSLATIONS FROM PROGRAMME TO PROGRAMME AND PHYSICAL LOCATION TO

PHYSICAL LOCATION.

(6) THERE MUST BE PROVIDED, IN SOME FASHION, SECURITY FOR CHILDREN WHO ARE A DANGER TO THEMSELVES AND OTHERS. TO ELABORATE THIS POINT, THIS SHOULD BE SEEN AS A SPECIAL SERVICE, AND NOT AS AN OPPORTUNITY TO CREATE A NEW INSTITUTIONALIZATION TO REPLACE THE OLD. WE WERE NOT INTERESTED IN CREATING SYSTEMS FOR YOUTHS. THE PROBLEM HERE WAS A NICE ONE OF BALANCING THE NEED FOR SAFETY FOR OUR ADOLESCENTS AND STAFF WITH THE NEED FOR NATURAL RISK TO ALLOW GROWTH AND DEVELOPMENT TOWARD NORMAL COMMUNITY ENVIRONMENTS.

(7) WE FELT THAT THERE MUST BE A THRUST TOWARD NORMAL GROWTH AND DEVELOPMENT AND RETURN TO THE PRODUCTIVE ADULT COMMUNITY, AND

(8) FINALLY, THERE MUST BE PRODUCED AN AURA OF EXCITEMENT, AN ATTRACTIVE SERIES OF SERVICES AND ENVIRONMENTS WHICH COULD KEEP AND SUPPORT COMPETENT AND CONCERNED STAFF IN WORK WITH YOUNG PEOPLE. THIS WAS IMPORTANT BECAUSE MOST WORKERS IN MENTAL HEALTH HAVE EITHER GIVEN UP ON THESE YOUNG PEOPLE; SOMETIMES SEVERAL TIMES OR IN SEVERAL PLACES, OR SEEN THEM AS SO HOPELESS THAT THEY WERE REPEATEDLY REJECTED FOR TREATMENT SERVICES.

THE ONTARIO GOVERNMENT ACCEPTED OUR PLAN, WHICH WE, AS YOU HAVE NOTICED CALL A FOUR PHASE TREATMENT SYSTEM. IT IS, WITH MUCH WORK FROM MANY INTERESTED PARTIES, COMING INTO EXISTANCE. WHAT WILL IT LOOK LIKE? WELL, IN DESIGNING IT, WE VISITED SOME FASCINATING SERVICES IN VARIOUS LOCATIONS, INCLUDING THE EDUCATEUR PROGRAMME AT DORVAL, SHAWDRIDGE TRAINING SCHOOL IN QUEBEC, THE COMMUNITY TREATMENT PROJECT AND VARIOUS COMMUNITY PAROLE CENTRES RUN BY THE

CALIFORNIA YOUTH AUTHORITY IN SACRAMENTO, STOCKTON AND OAKLAND, CALIFORNIA, SOME OF THE BOY'S RANCHES RUN IN THE COUNTY PAROLE SYSTEM IN CALIFORNIA, THE TENNESSEE RE-EDUCATION PROGRAMME INCLUDING THE RE-ED ADOLESCENT CENTRE IN CHATTANOOGA, TENNESSEE, THE SALESMANSHIP CLUB BOYS' CAMP IN TYLER, TEXAS, AND ONE OF THE DARE OUTWARD BOUNDS CAMPS OPERATED BY THE MINISTRY OF CORRECTIONAL SERVICES IN ONTARIO. WHAT WE HAVE ENDED UP WITH IS A MARRIAGE OF NEW AND EXISTING SERVICES PROVIDING FOR DIVERSITY AND SYNTHESIS. IN A VARIETY OF WAYS THIS NEW PROGRAMME IS LIKE A WEDDING, IT HAS SOMETHING OLD, AN ADOLESCENT PROGRAMME OPERATED IN QUEEN STREET MENTAL HEALTH CENTRE, WHICH INSTITUTION WAS ESTABLISHED IN THE 19TH CENTURY, SEVERAL THINGS NEW, INCLUDING NEWLY ESTABLISHED CO-ORDINATION ENTRY AND PLANNING CENTRES IN SCARBOROUGH, THE CITY OF TORONTO, AND ETOBICOKE TO PROVIDE AN ENTRY POINT FOR THE YOUTH PLANNING AND FOLLOW-UP FOR THE VARIOUS REGIONS OF METROPOLITAN TORONTO. AS FOR SOMETHING BORROWED, WE HAVE BEEN FUNCTIONING IN A VARIETY OF OUR CENTRES IN BORROWED SPACE, WITH BORROWED FURNITURE, AND IN MANY CASES WITH BORROWED STAFF BOTH AT THE POLICY LEVEL AND AT THE SERVICE LEVEL. AND FINALLY, WE HAVE REQUESTED BLUE HILLS ACADEMY, A COMPREHENSIVE COMMUNITY MENTAL HEALTH CENTRE NORTH OF TORONTO, TO ESTABLISH A RURAL GROUP HOME AS PART OF THE WESTERN SERVICE OF THIS SYSTEM.

WHAT THEN ARE SOME OF OUR PROSPECTS FOR ACTUAL SERVICE? WE HAVE A CO-ORDINATED MULTI-LOCATION, MULTI-AGENCY SYSTEM, ORGANIZED IN THREE REGIONS, WESTERN, CENTRAL AND EASTERN, FOR METROPOLITAN TORONTO. THIS CO-ORDINATED SYSTEM IS ORGANIZED AROUND AN IDEA AND PROVIDED WITH INCENTIVE BY SUBSTANTIAL GOVERNMENT FUNDING TIED TO CO-OPERA-

TION AND CO-ORDINATION. LET ME GIVE YOU AT LEAST SIX DAYS WORTH OF OLD COUNTING FOLK SONG CONCERNING OUR ORGANIZATION. FOR THE FIRST DAY WE HAVE A UNITY, A CO-ORDINATED MULTI-SERVICE, MULTI-AGENCY SYSTEM. FOR THE SECOND, WE RUN ON TWO PRIME PRINCIPLES; A DIVERSITY OF CHOICES TO MEET THE NEEDS OF AN INDIVIDUAL CHILD; AND A SINGLE UNIFIED TREATMENT PLAN FOR EACH CHILD. FOR DAY THREE, WE CURRENTLY HAVE THREE SERVICE SUBSYSTEMS CONSISTING OF AT LEAST FOUR AGENCIES EACH WITH A RELATIONSHIP TO A SINGLE ENTRY POINT FOR THE SYSTEM. FOR OUR FOURTH DAY WE HAVE OUR FOUR PHASE SYSTEM, FOUR STYLES OF TREATMENT, WITH VARIATION WITHIN EACH STYLE. WE COULD DESCRIBE THESE STYLES AS FIRST AN ENTRY CO-ORDINATION FOLLOW-UP AND SUPPORT CENTRE FOR EACH OF THE THREE REGIONS OF THE SYSTEM, SECOND A SECURE BACK-UP UNIT PROVIDING EMERGENCY ADMISSION AND SHORT TERM SECURE PLACEMENT, OPERATED IN SPECIALLY CONSTRUCTED AND STAFFED UNITS AT CIVIL SERVICE PSYCHIATRIC FACILITIES, PROVIDING MEDICAL AND OTHER PROFESSIONAL BACK-UP. THIRDLY, WE HAVE A VARIETY OF RURAL OPTIONS, INCLUDING WORKING FARMS FOR INTELLECTUALLY LIMITED DISTURBED ADOLESCENTS, SMALL TOWN GROUP HOMES LOCATED RIGHT IN SMALL RURAL COMMUNITIES, WILDERNESS YEAR ROUND RESIDENTIAL PROGRAMMES, AND OTHER OPTIONS AS THEY ARE DEVELOPED. FOURTHLY AND FINALLY, WE HAVE A URBAN RE-INTEGRATION PHASE WHICH WILL PROVIDE FOR THOSE WHO NEED IT HOUSING, SUPERVISED APARTMENT LIVING, STREET WORKERS, VOCATIONAL REHABILITATION AND RE-EDUCATION, AND ALL THE OTHER MIDDLE GROUND SERVICES MAKING IT POSSIBLE FOR SOMEBODY TO FIT BACK INTO AN URBAN COMMUNITY WHO STILL REQUIRES SOME SUPPORT AND SUPERVISION, BUT WHO IS READY TO TACKLE THE DEMAND OF URBAN LIFE. FOR OUR FIFTH DAY WE HAVE FIVE OTHER MINISTRIES, ALL OF WHOM

WE RELATE TO. MOST OF OUR CHILDREN COME FROM TRAINING SCHOOLS (CORRECTIONS) AND CHILDREN'S AID SOCIETIES (COMMUNITY AND SOCIAL SERVICES), OUR EDUCATION PROGRAMMES ARE STAFFED THROUGH LOCAL BOARDS OF EDUCATION AND ARE 100% FUNDED BY THE MINISTRY OF EDUCATION, WE HAVE A GOOD DEAL OF CONTACT WITH THE JUVENILE COURT SYSTEM, WHICH IS UNDER THE MINISTRY OF JUSTICE AND WE HAVE CONTINUING RELATIONSHIP WITH OTHER CHILD AND ADOLESCENT FACILITIES INCLUDING A VARIETY OF GENERAL HOSPITAL PSYCHIATRIC UNITS WHICH ARE FUNDED THROUGH THE MINISTRY OF HEALTH. I WILL CONCLUDE OUR WEEK WITH A SIXTH DAY OF JOY AND GRIEF WITH SIX BEING THE AVERAGE NUMBER OF DISTRESSED CITIZENS, DIRECTORS, JUDGES, POLITICIANS, STAFF, OTHER AGENCY PERSONNEL AND SO FORTH WHO AT ANY GIVEN TIME ARE TELLING US THAT IT WILL NEVER WORK; THAT IT IS WORKING BUT NOT TO THEIR SATISFACTION; IT'S NOT MEDICAL; IT'S NOT SOCIAL; IT'S NOT PSYCHOLOGICAL; IT'S NOT NORMALIZED; IT'S NOT SUFFICIENTLY STRUCTURED; IT'S NOT SUFFICIENTLY FREE; IT'S NOT COMPREHENSIVE ENOUGH; IT'S TOO INCLUSIVE; IT'S TOO SUCCESSFUL AND IT'S GOING TO PUT A LOT OF PEOPLE OUT OF WORK; OR IT'S A GOVERNMENT WELFARE SYSTEM FOR OUT-OF-WORK PROFESSIONALS.

IF YOU FOLLOWED ALL OF THAT YOU WILL SEE THAT WE HAVE, TO SUMMARIZE BRIEFLY, A MULTI-AGENCY SYSTEM, A MARRIAGE OF PRIVATE AND PUBLIC ORGANIZATIONS, A SYSTEM FOR CHILDREN WHO often HAVE THE GOVERNMENT AS THEIR LEGAL PARENTS; A SYSTEM WHICH MUST DEMONSTRATE THAT IT CAN DEAL WITH THE MOST TROUBLED INDIVIDUALS AND DISCRIMINATE AGAINST THOSE WHO ARE NOT SUFFICIENTLY MULTI-HANDICAPPED TO REQUIRE THE SERVICE; A SYSTEM THAT IS HELD TOGETHER BY A COMMITTEE STRUCTURE; A SERIES OF NEGOTIATIONS BETWEEN THESE

VARIOUS AGENCIES - EACH OF WHICH KEEPS IT'S OWN ANTONOMY; A SYSTEM WITH REGULAR CENTRAL AND REGIONAL CO-ORDINATION MEETINGS, AND WITH SOME GIVING UP OF INDIVIDUAL DECISION MAKING FOR THE GREATER GOOD OF THE SYSTEM AND THE CHILDREN. HOPEFULLY WE ARE DONE WITH UNILATERAL DECISION MAKING AROUND THE PLACEMENT OF CHILDREN.

TO TURN BRIEFLY TO THE NEXT TOPIC, THAT A SPECIFIC AGENCY DESCRIPTIONS, LET ME COMMEND TO YOU THE WORKSHOP THIS AFTERNOON CONDUCTED BY MR. WILLIAM MORTON, WHO IS A FORMER COLLEAGUE OF MINE AND NOW THE DIRECTOR OF CHIMO YOUTH SERVICES IN BEAVERTON, ONTARIO. WITHIN THIS SINGLE NON-PROFIT AGENCY, WE are developingWITH MR. MORTON A RURAL FARM, YEAR ROUND WILDERNESS SETTING, A SMALL TOWN GROUP HOME, AND WILL HAVE EVENTUALLY A CITY RE-ENTRY PROGRAMME. WE HAVE ALSO DEVELOPED WITH HIM WAYS OF SUPPORTING FAMILIES UNTIL CHILDREN CAN FIND SERVICE WITHIN THE FOUR PHASE SYSTEM OR ALTERNATIVE SERVICE. HE HAS EXPERIMENTED WITH HAVING STAFF LIVE WITH FAMILIES IN CRISIS AS AN ALTERNATIVE TO EMERGENCY ADMISSION, WHEN A CHILD IS SCHEDULED FOR ADMISSION AND THERE SEEMS TO BE INSUFFICIENT SPACE AND MUCH DEMAND. I WON'T DESCRIBE HIS SERVICES IN DETAIL BECAUSE HE IS HERE TO DO THAT HIMSELF, BUT I HAVE VISITED /the existing ones AND FIND THEM QUITE FASCINATING. ONE OF THE THINGS THAT HE WILL HAVE TO TALK ABOUT IS THE DIFFERENT KINDS OF STAFF AND DIFFERENT KINDS OF TRAINING THAT IT TAKES TO OPERATE IN DIFFERENT KIND OF SETTINGS. IT HAS BECOME VERY APPARENT THAT COMPETENCE IN DEALING WITH A GIVEN LIVING ENVIRONMENT IS ABSOLUTELY ESSENTIAL, AND THAT IT IS PROBABLY THE PRIME REQUISITE FOR RECRUITMENT, IN ADDITION TO THE BASIC HUMANITY NECESSARY TO RECEIVE TRAINING IN DEALING WITH TROUBLED HUMAN BEINGS.

SECONDLY, I WOULD LIKE TO DESCRIBE FOR YOU ONE OF OUR ENTRY CENTRES, AN AGENCY WHICH WE HAVE ESTABLISHED IN THE CITY OF TORONTO WHICH, HAS IT'S OWN BOARD. THIS NON-PROFIT INCORPORATION IS ENTITLED CENTRAL TORONTO YOUTH SERVICES. WE HAVE ATTEMPTED TO BUILD IN CO-ORDINATION THROUGH BOARD SELECTION. ON THE BOARD THERE ARE TWO PSYCHIATRISTS FROM A LARGE PEDIATRIC HOSPITAL. A PSYCHIATRIST WHO DIRECTS THE COURT CLINIC FOR THE JUVENILE COURTS IN METROPOLITAN TORONTO; A SENIOR ADMINISTRATOR FROM THE METROPOLITAN TORONTO CHILDREN'S AID SOCIETY; A SENIOR ADMINISTRATOR FROM THE ASSESSMENT AND DIAGNOSTIC CENTRE OF THE MINISTRY OF CORRECTIONAL SERVICES; A REPRESENTATIVE FROM THE YOUTH NETWORK, A CO-ORDINATING BODY FOR STREET AGENCIES IN TORONTO; REPRESENTATIVES FROM GROUP HOMES; VARIOUS INTELLIGENT LAY CITIZENS; A JUVENILE COURT JUDGE; LAWYERS; THE CLINICAL DIRECTORS OF QUEEN STREET MENTAL HEALTH CENTRE AND THISTLETOWN REGIONAL CENTRE; A NURSE FROM THE TEEN CLINIC IN ONE OF OUR GENERAL HOSPITALS; AND A VARIETY OF OTHER PEOPLE WHO CONSTITUTE AMONG THEMSELVES AN EXTREMELY COMPETENT VARIED BODY OF PROFESSIONAL AND PUBLIC OPINION. WE HAVE PLACED THEM THERE TO RUN THIS PROGRAMME AND NOT TO REPRESENT PARTICULAR VESTED INTEREST. WE HOPE THAT THEIR EXPERIENCE WILL MAKE FOR A VERY RICH AND EXCITING BOARD, AND FROM MY OBSERVATION SO FAR IT IS CERTAINLY ONE OF THE MOST INNOVATIVE AND EXCITING GROUPS OF PEOPLE THAT IT HAS EVER BEEN MY PRIVILEDGE TO WORK WITH. THE DIRECTOR OF THIS AGENCY, MR. GRANT LOWERY, IS TRAINED IN SOCIAL WORK AND HAS FOR A NUMBER OF YEARS BEEN A CONSULTANT TO THE FEDERAL AND PROVINCIAL GOVERNMENTS AS WELL AS THE DIRECTOR OF YOUTH PROGRAMMES IN AND AROUND THE TORONTO AREA. WE ARE TRYING TO DEVELOPE WITHIN THE CENTRAL TORONTO

YOUTH SERVICES A RELATIVELY FLAT ADMINISTRATIVE STRUCTURE WITH FOUR TEAMS. MOST OF THE MEMBERS OF THE TRADITION MENTAL HEALTH TEAM ARE AVAILABLE ON CONTRACT AS CONSULTANTS. AT THE MOMENT THE TEAMS CONSIST OF: (1) A CLINICAL PLANNING AND PLACEMENT TEAM: (2) A TEAM TO GENERATE AND USE COMMUNITY OPTIONS ON BEHALF OF CHILDREN IN THE SYSTEM AND CHILDREN WHO SHOULD BE SUPPORTED EXTERNAL TO THE FOUR PHASE RESIDENTIAL SYSTEM: (3) A RESEARCH TEAM, WHICH WILL PROVIDE, FOR THE CENTRAL REGION, PROGRAMME EVALUATION, COMMON DATA COLLECTION AMONG AGENCIES, AND HAS A RESPONSIBILITY TO DEVELOP STANDARDS FOR FOUR PHASE SYSTEM PROGRAMMES. IF YOU WILL PERMIT ME AN ASIDE, THIS BUSINESS OF STANDARDS IS DISTINGUISHABLE FROM PROGRAMME EVALUATION, ALTHOUGH CLOSELY RELATED TO IT. IN PROGRAMME EVALUATION, ONE IS ASKING THE KINDS OF QUESTIONS THAT HAVE TO DO WITH WHETHER THE DOLLARS SPENT ARE PROVIDING THE MOST BENEFIT FOR THE LEAST COST AND THE MOST OUCOME FOR THE LEAST ENERGY. IN THE CASE OF STANDARDS, ONE IS CONCERNED WITH THE BASIC SAFETY, CLARITY, AND HUMANITY, OF THE INTERNAL TREATMENT ENVIRONMENTS EXISTING IN THE FOUR PHASE SYSTEM. ALTHOUGH THE STRUCTURING OF THESE ENVIRONMENTS SURELY MUST REFLECT PRACTICES THAT PRODUCE THE MOST EFFECTIVE OUTCOME, CHILDREN ARE GOING TO SPEND CONSIDERABLE AMOUNTS OF TIME IN THESE LIVING SITUATIONS, AND WE MUST BE EQUALLY CONCERNED THAT VALUE CHOICES ARE MADE SUCH THAT THE ENVIRONMENTS IN WHICH THESE CHILDREN FIND THEMSELVES ARE SAFE, HUMANE, AND LEAD TOWARD A NORMAL COMMUNITY EXISTANCE. WE WANT ENVIRONMENT TO HAVE ABOUT THEM A SPECIAL THRUST IN THE DIRECTION OF NORMAL GROWTH AND DEVELOPMENT AND RETURN TO NORMAL FUNCTIONING IN THE COMMUNITY AS RAPIDLY AS POSSIBLE. TO RETURN TO THE TOPIC OF TEAM ORGANIZATION; FINALLY,

(4) ONE OF THE MOST FASCINATING INNOVATIONS WHICH HAS EMERGED FROM THE BOARD AND STAFF OF THE CENTRAL TORONTO YOUTH SERVICES IS THE DEVELOPMENT OF AN INTER-AGENCY POLICY ANALYSIS GROUP. IT HAS BEEN SUGGESTED ABOUT A VARIETY OF CONCERNS RECENTLY, INCLUDING VARIOUS ENVIRONMENTAL ISSUES AND MAJOR GOVERNMENT PROJECTS, THAT THERE HAS BEEN INSUFFICIENT ATTENTION GIVEN TO THE DEVELOPMENT OF SOCIAL POLICY EXTERNAL TO THE GOVERNMENT PLANNING PROCESS. THERE ARE EXCELLENT GOVERNMENT PLANNERS WITHIN THE CIVIL SERVICE, BUT THERE HAS BEEN NOT BEEN ENOUGH POLICY DEVELOPMENT ENERGY TIME AND MONEY AVAILABLE EXTERNAL TO THE GOVERNMENT PROCESS. BY DEVELOPING A HIGHLY SOPHISTICATED SPECIALIZED POLICY ANALYSIS GROUP, TO BE CONCERNED WITH THE IMPLICATIONS OF VARIOUS PATTERNS OF SERVICE AND PROGRAMMES ON THE CARE OF CHILDREN AND YOUTH, WE ARE ABLE TO OFFER TO ANY STAFF MEMBER OF ANY OF THE RELATED AGENCIES THE OPPORTUNITY TO CONVERT THEIR DIRECT EXPERIENCE OF THE HUMAN SERVICE SYSTEMS FOR CHILDREN AND YOUTH, IT'S STRENGTHS AND INADEQUACIES, INTO POLICY POSITION PAPERS WHICH CAN BE SUBMITTED IN A CO-ORDINATED WAY TO THE VARIOUS MUNICIPAL, PROVINCIAL AND FEDERAL BODIES INVOLVED. A PRIVATE NON-PROFIT BOARD WITH THIS KIND OF INFORMATION AND THIS KIND OF REPRESENTATION FROM VARIOUS POLICY LEVELS OF THE PRIVATE, PUBLIC SECTOR AND WITH DIRECT EXPERIENCE OF THE YOUTH OPERATING SYSTEM OFFERS A MARVELOUS OPPORTUNITY TO CONVERT EXPERIENCE INTO ORGANIZATIONAL AND LEGISLATIVE CHANGE, AND THERE HAS ALREADY BEEN MOST INTERESTING PAPERS PRODUCED ON SUCH MATTERS AS THE POTENTIAL IMPACT TO VARIOUS MINISTRY PROGRAMMES OF THE PROPOSED REMOVAL OF SECTION 8 FROM THE TRAINING SCHOOLS ACT IN ONTARIO. THIS SECTION IS THE SECTION THAT ALLOWS JUDGES TO SEND CHILDREN WHO ARE NOT CHARGEABLE FOR OFFENCES

UNDER THE ADULT CRIMINAL CODE TO TRAINING SCHOOL FOR THEIR OWN TREATMENT AND PROTECTION.

IT ALL SOUNDS VERY GOOD YOU SAY; ARE THERE NO PROBLEMS? INDEED, WE PREFER TO SEE THEM AS CHALLENGES BUT IT IS FAIR TO SAY THAT WITH AS MANY DIFFERENT AGENCIES, AS MANY DIFFERENT POINTS OF VIEW, AS MANY DIFFERENT PROFESSIONS AND AS MANY DIFFERENT VERY DIFFICULT CHILDREN AS ARE INVOLVED IN THIS SYSTEM, WE HAVE PRODUCED AN OPPORTUNITY TO PRACTICE THE PROFESSIONAL SKILLS IN CONFLICT RESOLUTION WHICH WE ALL HAVE MUCH OPPORTUNITY TO DEVELOP. WE HAVE HAD DIFFICULTIES IN GETTING THE SERVICES LOCATED IN COMMUNITIES BECAUSE OF PROBLEMS WITH ZONING AND CITIZEN RESISTANCE TO HAVING TROUBLED CHILDREN, HOWEVER WELL SUPERVISED, LIVING IN THEIR NEIGHBOURHOODS. WE HAVE HAD TO TAKE THE TIME TO RECRUIT BOARD MEMBERS AND STAFF FOR THE VARIOUS AGENCIES INVOLVED, WITH THE RESULT THAT THERE ARE DISLOCATIONS IN THE ESTABLISHMENT AND THE PHASE OF DEVELOPMENT OF VARIOUS OPTIONS IN THE SYSTEM. THE EASTERN ENTRY SYSTEM IS JUST NOW BECOMING ESTABLISHED AND HAS A DIRECTOR. THISTLETOWN, WHITBY AND QUEEN STREET MENTAL HEALTH CENTRES HAVE HAD THE VERY DIFFICULT TASK OF ADAPTING THEIR CIVIL SERVICE ORGANIZATIONS TO MESH WITH THE MUCH MORE FLEXIBLE AND LESS STRUCTURED PRIVATE BOARD OPERATED PROGRAMMES, AND THIS HAS OCCASIONALLY PRODUCED FRICTION. AS FAR AS I KNOW, HOWEVER, THE TASK OF PROVIDING A UNIFIED SYSTEM WITH COMMON FUNDING AND A COMMON CONCEPTUAL ORIENTATION TOWARD A PARTICULAR POPULATION, INVOLVING SO MANY PROFESSIONALS, SO MANY INDEPENDENT AGENCY BOARDS, SO MANY GEOGRAPHICALLY DIVERSED LOCATIONS AND STYLES OF TREATMENT, IS A NEW EXPERIMENT, AND WE ARE LEARNING A GREAT DEAL AS WE PROCEED. SO FAR, THERE HAS BEEN A MARVELLOUS

PERIOD OF CO-OPERATION AND A GOOD DEAL OF EXCITEMENT. THE PROGRAMME CERTAINLY DOESN'T LOOK LIKE WHAT I THOUGHT IT WOULD BE WHEN MR. FINLAY AND I ORGINALLY PREPARED THE DOCUMENTS ON WHICH IT IS BASED, BUT I AM PLEASED TO SAY THAT IT HAS IMPROVED AS MUCH AS IT HAS GENERATED DIFFICULTIES. ONE OF THE NOTIONS WHICH WAS /INDEPENDENTLY DEVELOPED BY CENTRAL TORONTO YOUTH SERVICES, FOR EXAMPLE, WAS THE SOCIAL POLICY ANALYSIS TEAM. THAT IS A NOTION WHICH HAD NEVER PREVIOUSLY OCCURRED TO ME, AND I AM DELIGHTED TO HAVE BEEN EDUCATED BY THAT KIND OF INNOVATIVE THINKING.

I THINK THAT THAT IS PERHAPS ENOUGH FOR ONE MEETING. SINCE I HAVE BEEN SUBJECTED AS YOU HAVE TO SO MUCH PROFESSIONAL RHETORIC IN THE COURSE OF DEVELOPING THIS ORGANIZATION, ALMOST ALL OF IT BOTH WELL MEANING AND DEEPLY FELT, LET ME LEAVE YOU WITH ONE LITTLE STORY.

> TWO COWS WERE STANDING BESIDE THE ROAD WHEN A MILK TRUCK WENT BY SHINING SILVER AND ON IT'S SIDE IT SAID "VITAMIN D ENRICHED, IRRADIATED, HOMOGENIZED, PASTEURIZED, CONCENTRATED MILK", AND ONE COW TURNED TO THE OTHER AND SAID IT MAKES YOU FEEL VERY INADEQUATE DOESN'T IT.

26/2/75
/CAF